REDUCE

THE

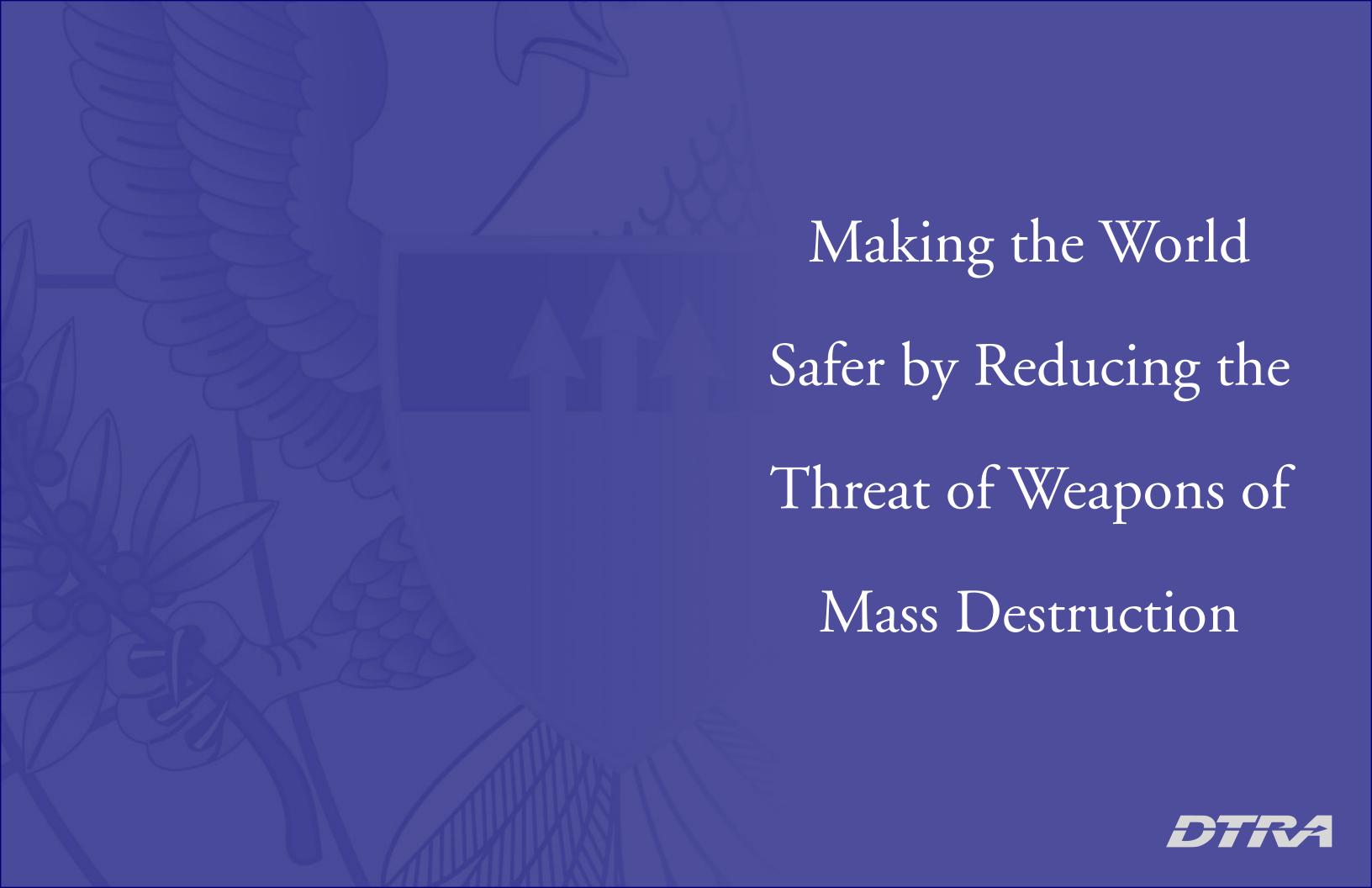
THREAT



For more information about the Defense Threat Reduction Agency please contact:
Corporate Communication
8725 John J. Kingman Road
Fort Belvoir, VA 22060-6201
703.767.5870
Or visit our Web site at www.dtra.mil

S T R A T E G I C P L A N 2 0 0 3









Weapons of mass destruction threaten our nation.

In the hands of our enemies, chemical, biological, nuclear, radiological and conventional high explosive weapons threaten our society, even our existence. Should our enemies acquire such weapons, the United States must be prepared to protect its citizens and friends, and to respond decisively.

The Defense Threat Reduction Agency.

The mission of the Defense Threat Reduction Agency is to make the world safer by reducing the threat of weapons of mass destruction. We do this with a combination of advanced technology and innovative operational methods. We are involved in every aspect of threat reduction – from arms control to combat support.

The terrorist attacks of September 11, 2001, were direct assaults on our freedom.

They revealed America's vulnerability, but steeled our resolve to defend the nation and our way of life against weapons of mass destruction. Assuring our security means protecting and preserving the freedoms that make our country strong. In the aftermath of the attacks on America, this is a mission of the highest importance.

Guided by these qualities...

The ability to anticipate today's and tomorrow's challenges

...Vision

The will to achieve our mission

...Dedication

The creative energy to combat present and future threats

...Innovation

The sense of security we provide by reducing the threat of weapons of mass destruction

...Assurance

DTRA makes the world safer by reducing the threat of weapons of mass destruction.



"...we must transform not only our armed forces, but also the Department that serves them by encouraging a culture of creativity and intelligent risk taking....one that does not wait for threats to emerge and be 'validated,' but rather anticipates them before they emerge and develops new capabilities that can dissuade and deter those nascent threats."

Secretary of Defense Donald Rumsfeld January 31, 2002

DTRA in Transformation

Moving to the Next Level

On October 1, 1998, the Secretary of Defense combined five organizations into a single, integrated agency, dedicated to reducing the threat of weapons of mass destruction. In the five years since its inception, DTRA has steadily increased its capabilities and worked to transform the way the Department of Defense responds to an increasingly complex WMD threat environment.

DTRA has become the go-to agency for the warfighter in combating weapons of mass destruction threats. We provide the combatant commanders with the resources they require to eliminate present and over-the-horizon threats. The President's 2002 National Strategy to Combat Weapons of Mass Destruction highlights the role that DTRA plays in reducing the threat of weapons of mass destruction.

As we strengthen our role as DOD's executive agent for combating weapons of mass destruction threats, DTRA conforms to the Joint Chiefs of Staff's mission essential task process. We use our Agency Mission Essential Task List – a Defense Department-wide analytical methodology – to ensure that our capabilities serve the needs of the Combatant Commands.

DTRA delivers by...

Deterring the Use

and Reducing the Impact of Weapons of Mass Destruction.

Reducing the Present

Threat.

Preparing for Future

Threats.

Conducting the Right

Programs in the Best

Manner.

Developing Our

People and Enabling

Them to Succeed.

The Defense Threat Reduction Agency safeguards America and its interests from weapons of mass destruction (chemical, biological, radiological, nuclear and high explosives) by controlling and reducing the threat and providing quality tools and services for the warfighter.

Our Strategic Planning Process

Transforming to Better Achieve Our Mission

This five-year strategic plan expands, builds upon and refines our 2001 strategic plan. Guided by the principles of the Defense Reform Initiative and Government Performance and Results Act, it is intentionally broad, as it is intended to provide strategic guidance through 2009. We are publishing this strategic plan so that all audiences, within DTRA and throughout the national security community, will understand our process, plans and assessments.

The GPRA process requires that we organize around our four mission essential functions (combat support, technology development, threat control and threat reduction) and five enabling functions (strategic management, resource management, acquisition and logistics management, information management and security and counterintelligence management). The mission essential and enabling functions define the target space for our long-term goals and objectives. Broad in nature, the long-term goals tell us where we want to take DTRA in the next five years. For each goal, we identify a series of objectives that focus the long-term goals on specific aspects of our mission. For each objective, we have identified shaping tasks - specific actions assigned to an office or directorate with a specified time frame for completing the task.

Assessments are an integral part of any strategic planning process. We develop an annual performance report in order to track our progress in performing our shaping tasks and meeting our objectives. This annual performance assessment process allows us to make any necessary course corrections to more effectively carry out our essential national security mission.

We strategically allocate resources and capabilities to balance near- and long-term goals. During this process, we map our capabilities to our own Mission Essential Task List which is derived from the Joint Chiefs of Staff's Uniform Joint Task List.

VISION

Making the world safer by reducing the threat of weapons of mass destruction

CORE VALUES

- **▶ Integrity**
- **▶** People
- **Excellence ▶** Innovation

The Defense Threat Reduction Agency safeguards America's interests from weapons of mass destruction (chemical, biological, radiological, nuclear and high explosives) by controlling and reducing the threat and providing quality tools and services for the warfighter.

- Deter the Use and Reduce the **Impact of Weapons of Mass** Destruction
- ▶ Reduce the Present Threat
- Prepare for Future Threats
- **▶** Conduct the Right Programs in the Best Manner
- Develop Our People and **Enable Them to Succeed**

MISSION

MISSION ESSENTIAL & **ENABLING FUNCTIONS**

GOALS

Mission essential funtions

- **▶** Combat Support
- **▶** Technology Development
- **▶ Threat Control**
- **▶** Threat Reduction

Enabling functions

- **▶ Strategic Management**
- **▶** Resource Management
- Acquisition & Logistics Management
- **▶ Information Management**
- Security & Intelligence Management

OBJECTIVES

SHAPING TASKS

ASSESSMENTS

PERFORMANCE

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the Use and Reduce the Impact of Weapons of Mass Destruction



Terrorists and hostile states continue to develop and accumulate weapons of mass destruction. Once unthinkable, WMD use against America is now a real and growing threat. The fundamental goal of deterring the use of weapons of mass destruction continues to underpin the mission and activities of the Defense Threat Reduction Agency.

The following objectives and shaping tasks support the goal of deterring the use and reducing the impact of weapons of mass destruction. The objectives are derived from the goal and focus on specific aspects of our mission. Shaping tasks are the actions to be carried out within the specified directorate and timeframe.

::Objective

Support the nuclear force.

::Shaping Tasks

- Develop advanced nuclear weapons effects technology to implement recommendations of the Nuclear Posture Review. (Technology Development, 4th Qtr FY 09)
- Accelerate development of advanced radiation hardened digital microelectronics. (Technology Development, 1st Qtr FY 06)
- Working with the U.S. Department of Energy, develop support plans for potential resumption of underground nuclear weapons effects testing. (Technology Development, 4th Qtr FY 04)
- Field a next-generation consolidated nuclear weapons and stockpile tracking management information system. (Combat Support, 4th Qtr FY 05)

Maintaining and enhancing our nuclear deterrent is a key aspect of supporting the

nuclear force and thereby removing incentives to use WMD against the United States and its allies. In partnership with the U.S. Department of Energy, DTRA ensures the viability of our nuclear weapons stockpile. DTRA also shapes the nation's deterrent by contributing to the enhanced survivability of strategic defense systems and resources.

::Objective

Provide support to strategic defense survivability programs.

::Shaping Task

 Provide support to enhance survivability of ground-based and sea-based missile defense systems. (Technology Development, 4th Qtr FY 09)

Our agency supports our nation's strategic defense efforts by leveraging our weaponseffects knowledge and simulation capabilities to predict and protect against WMD threats to our strategic defense systems on the land and at sea.

As the nuclear effects experts for DOD, DTRA ensures that strategic defense systems perform in a nuclear environment. We assess the effects of other WMD threats in a variety of engagement scenarios.

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::Objective

Support capabilities to counter and defeat WMD threats.

::Shaping Tasks

Assist in combatant command OPLAN/
CONPLAN development and prepare DTRA plans
to support them. (Combat Support, 3rd Qtr FY 03)

- Demonstrate enhanced capability to detect and defeat terrorist devices. (Combat Support, 4th Qtr FY 04)
- Demonstrate chemical/biological agent defeat technologies. (Technology Development, 4th Qtr FY 07)
- Demonstrate capability for long-range standoff precision strike of chemical and biological weaponsrelated and time-critical targets. (Technology Development, 4th Qtr FY 07)
- ▶ Demonstrate capability to interdict chemical and biological threat processes. (Technology Development, 3rd Qtr FY 06)
- Develop new technologies, tactics, techniques and procedures for identifying, characterizing and targeting critical hard targets. (Technology Development, 3rd Qtr FY 04)
- ▶ Establish agent defeat technologies and performance standards. (Technology Development, 3rd Qtr FY 03)
- ▶ Conduct a research program to understand the health effects of and defense against exposure to low-level chemical warfare agents. (Chemical-Biological Defense, 4th Qtr FY 08)
- ▶ Support decontamination efforts by developing models that accurately predict the persistence of chemical and biological agents on relevant operational surfaces. (Chemical-Biological Defense, 4th Qtr FY 08)

As the government lead for the development and implementation of WMD training, assessment and simulation capabilities, DTRA assists other agencies in defending against and responding to WMD use.

Our research and development efforts are developing robust and effective defenses against chemical and biological attacks on our soldiers, civilians and allies. We directly support the warfighter, providing input on WMD for the combatant commands' operational and concept plans.

::Objective

Support military and civil defense against WMD use.

::Shaping Tasks

- Implement a comprehensive WMD training program. (Combat Support, 4th Qtr FY 04)
- Develop capabilities for the assessment, analysis and simulation of weapons-of-mass-effect. (Technology Development, 4th Qtr FY 07)
- Advance the development, transition and implementation of chemical-biological science and technology passive defense capabilities and related activities. (Chemical-Biological Defense, 4th Qtr FY 03)

DTRA provides training and support to military and civilian first responders. Our computer modeling capabilities are key to predicting and preparing for nuclear, chemical, biological, radiological and high explosives incidents. This expertise enables the agency to develop threat scenarios and conduct exercises that allow both civil and military responders to test doctrine and logistics needs.

We work with the U.S. Northern Command, the Federal Bureau of Investigation and the Federal Emergency Management Agency in carrying out their respective crisis and consequence management responsibilities. We provide technical and training support to DOD responders.

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the Present Threat



DTRA reduces the threat of weapons of mass destruction through a series of activities dedicated to taking threat reduction to the source, securing and dismantling strategic offensive arms and stopping the spread of WMD.

The following objectives and shaping tasks support the goal of reducing the present threat. The objectives are derived from the goal and focus on specific aspects of our mission. Shaping tasks are the actions to be carried out within the specified directorate and timeframe.

::Objective

Fulfill arms control obligations in a changing threat environment.

::Shaping Task

Inspect, escort and monitor as required by arms control treaties and agreements. (On-Site Inspection, 1st Qtr FY 09)

By implementing intrusive arms control inspections to fulfill U.S. treaty obligations, DTRA is able to reduce the present threat by taking threat reduction to the source. Our personnel conduct on-site inspections and aerial monitoring abroad to gather information on the accuracy of treaty-related declarations and weapons systems reductions for both weapons of mass destruction and conventional weapons.

DTRA personnel also escort foreign personnel on inspections at U.S. facilities here and overseas. The agency invests in the technologies and operational procedures required to implement U.S. treaty rights and obligations.

::Objective

Reduce WMD systems and WMD-related infrastructure of countries of the former Soviet Union through cooperative means.

::Shaping Tasks

- Reduce or eliminate WMD infrastructure in the former Soviet Union, including nuclear arms beyond START I limits. (Cooperative Threat Reduction, 4th Qtr FY 09)
- Construct a chemical weapons destruction facility at Shchuch'ye, Russia. (Cooperative Threat Reduction, 4th Qtr FY 08)

Securing and dismantling former Soviet strategic offensive arms and destroying their related infrastructure is a critical part of reducing the present threat posed by weapons of mass destruction.

DTRA's Cooperative Threat Reduction program works with the governments of the former Soviet Union to destroy their nuclear, chemical and biological weapons and infrastructure. The CTR program also works to establish verifiable safeguards against the proliferation of WMD and related materials. The theft of even a small amount of WMD-related material could have catastrophic consequences for the United States and our allies.

::Objective

Develop new, non-treaty means of threat reduction.

::Shaping Tasks

- Promote improved defense relations between the U.S. and CTR-recipient countries through the Defense and Military Contacts Program. (Cooperative Threat Reduction, 4th Qtr FY 09)
- Support U.S. government initiatives to reduce small arms, light weapons and anti-personnel mines. (On-Site Inspection, 1st Qtr FY 09)
- Verify the reduction of Russian ammunition stockpiles in Moldova. (On-Site Inspection, 2nd Qtr FY 04)
- Support UNMOVIC and related threat control activities. (On-Site Inspection, 2nd Qtr FY 03)
- Support the International Counterproliferation Program's efforts to provide law enforcement and border security training and equipment in the former Soviet Union, Eastern European and Baltic countries to prevent the proliferation of weapons and materials of mass destruction. (On-Site Inspection, 1st Qtr FY 09)
- Support Confidence- and Security-Building Measures and bilateral and regional agreements. (On-Site Inspection, 1st Qtr FY 09)

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Our agency is developing new, innovative, non-treaty threat reduction initiatives. Drawing on the creativity and vision of its personnel, DTRA develops innovative ways to make the world safer.

::Objective

Reduce the opportunities for WMD proliferation.

::Shaping Tasks

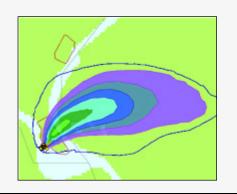
- ▶ Enhance the security and safety of WMD stockpiles, facilities and infrastructure in the former Soviet Union. (Cooperative Threat Reduction, 4th Qtr FY 09)
- Expand assistance to the former Soviet Union to secure weapons-grade fissile material.

 (Cooperative Threat Reduction, 2nd Qtr FY 04)
- Expand biotechnology cooperation relationships with scientists from the former Soviet Union. (Cooperative Threat Reduction, 4th Qtr FY 09)
- Provide equipment, training, infrastructure and logistics support to enhance national and regional capabilities to prevent the proliferation of WMD components and materials from the former Soviet Union. (Cooperative Threat Reduction, 4th Qtr FY 09)

The agency devotes considerable resources to preventing the spread of nuclear, chemical and biological weapons. These nonproliferation efforts are the cornerstone of DTRA's endeavors to reduce the present threat.

Enhancing existing partnerships with the states of the former Soviet Union and creating new opportunities for cooperation are vital elements of reducing WMD proliferation. DTRA provides the states of the former Soviet Union with the materials, knowledge and support necessary to secure their large WMD stockpiles.

for Future Threats



The Defense Threat Reduction Agency's efforts to deter WMD use and reduce current WMD threats are vital components of U.S. national security. Should arms control and threat reduction fail, we must be prepared to anticipate and respond to evolving threats.

The following objectives and shaping tasks support the goal of preparing for future threats. The objectives are derived from the goal and focus on specific aspects of our mission. Shaping tasks are the actions to be carried out within the specified directorate and timeframe.

::Objective

Predict emerging WMD capabilities.

::Shaping Tasks

- Develop technology roadmaps for emerging chemical and biological weapon threats.
 (Chemical-Biological Defense, 4th Qtr FY 03)
- Adapt DTRA's nuclear weapons effects technology efforts to address emerging threats. (Technology Development, 4th Qtr FY 03)
- Establish threat test-beds for detection and defeat of chemical, biological, radiological, nuclear and high-explosive proliferation. (Technology Development, 1st Qtr FY 07)
- Develop a program plan for chemical and biological defense. (Chemical-Biological Defense, 2nd Qtr FY 04)

In order to prepare for and counter future threats, DTRA works with the intelligence community to predict the nature of tomorrow's weapons of mass destruction capabilities.

The ability to envision and forecast new WMD capabilities is essential to developing the technologies and concepts needed to counter them.

::Objective

Evaluate threats from potential adversaries.

::Shaping Task

 Work with other defense agencies to conduct analyses and develop technologies to protect DOD critical infrastructure from WMD threats. (Technology Development, 4th Qtr FY 04)

The agency builds its knowledge of potential adversaries, synthesizes this knowledge to evaluate their intentions and assesses their capabilities. DTRA partners with other defense agencies to evaluate threats from potential adversaries in order to prepare for the threat environment of the future.

::Objective

Support efforts to evolve global strike capabilities.

::Shaping Task

 Develop global strike technology and transfer it to the warfighter. (Technology Development, 4th Qtr FY 05) DTRA follows its prediction and evaluation efforts with the development of practical technologies to counter the threats of tomorrow. It is not enough to accurately assess the WMD capabilities and threats of the future. Concrete steps must be taken to counter and eradicate these threats now.

The development of new technologies will assist the warfighter of the future by providing powerful tools to counter specific WMD threats, and to protect personnel, infrastructure and mission-critical systems. Specifically, DTRA will take a lead role in developing global strike technology and transferring the technology to the warfighter.

::Objective

Improve situational awareness of threats.

::Shaping Task

 Provide real-time, multi-discipline protection, intelligence and counterintelligence information to DTRA senior leadership and personnel. (Security & Counterintelligence, 1st Qtr FY 04)

DTRA senior leadership and personnel depend on situational awareness of threats to best serve the interests of U.S. national security. The provision of quick, accurate and dynamic protection, intelligence and counterintelligence information is necessary to empower agency personnel with vital information. The agency is improving, expanding and strengthening its information base to provide DTRA leadership with the most accurate, up-to-date and useful data necessary for effective situational management.

the Right Programs in the Best Manner



DTRA conducts regular comprehensive reviews of our programs – measuring our progress in fulfilling our mission, countering emerging potential threats and meeting customer requirements – to ensure that we are planning and implementing our programs intelligently.

The following objectives and shaping tasks support the goal of conducting the right programs in the best manner. The objectives are derived from the goal and focus on specific aspects of our mission. Shaping tasks are the actions to be carried out within the specified directorate and timeframe.

::Objective

Respond to external requests for support.

::Shaping Task

Implement systems to validate and track combatant commanders' requests for support including Agency Priority Lists and short-fuse requests. (Combat Support, 3rd Qtr FY 03)

We are improving our business practices to increase efficiency and speed product delivery to our customers.

::Objective

Incorporate best business practices.

::Shaping Tasks

Develop an information technology modernization plan to support the agency's current and future fixed and mobile mission requirements. (Information Management, 2nd Qtr FY 03) Identify agency core business processes, and develop a plan prioritizing them for improvement. (Chief of Staff, 3rd Qtr FY 03)

We partner with our stakeholders to develop a prioritized plan to update and improve business processes, incorporate best practices throughout the agency and thereby improve the way we do business.

We establish standards and metrics for our business support functions, and perform periodic performance assessments of these functions.

::Objective

Optimize workforce distribution; and determine and plan for future needs

::Shaping Task

 Develop a strategic workforce plan to balance workload and skills. (Resource Managment, 2nd Qtr FY 03)

DTRA attracts, retains and allocates human and financial resources to accomplish our mission. The agency follows its strategic workforce plan to best ensure that the workload and skills of DTRA personnel are distributed to maximize effectiveness.

::Objective

Build relationships that promote mission accomplishment.

::Shaping Task

Enhance DTRA's relationships with the Office of the Secretary of Defense, the Joint Staff, Combatant Commanders, Military Services and other agencies. (Chief of Staff, 1st Qtr FY 04)

The agency will continue to foster new relationships with the key players in threat reduction in our government while improving existing relationships. DTRA will enhance our partnerships with the Joint Staff and Services, Combatant Commands and other Federal agencies to ensure mission success.

::Objective

Plan, integrate and sustain protection strategies into all DTRA plans, programs and processes.

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::Shaping Task

▶ Implement a comprehensive and integrated program to protect DTRA personnel, activities, information and cyberspace. (Security & Counterintelligence, 4th Qtr FY 03)

DTRA implements protection strategies to safeguard our agency's most important component – our people – and to ensure information and physical security.

Our People and Enable Them to Succeed



The Defense Threat Reduction Agency is committed to attracting and retaining a trained, satisfied and highly motivated workforce. Connected by shared values and united by a single cause, DTRA personnel are proud of their role in pursuing the agency's mission. Our people are given opportunities to develop, grow and succeed.

The following objectives and shaping tasks support the goal of developing our people and enabling them to succeed. The objectives are derived from the goal and focus on specific aspects of our mission. Shaping tasks are the actions to be carried out within the specified directorate and timeframe.

::Objective

Clearly articulate our values and the behaviors we expect.

::Shaping Task

Develop innovative ways to reinforce the DTRA values. (Information Management, 2nd Qtr FY 03)

The diversity of our workforce, in both backgrounds and expertise, is a driving force behind DTRA's success. In order to ensure the shared vision of the agency, however, it is imperative that this diversity be embedded in a framework of common values and clearly demonstrated through shared behaviors.

We communicate the shared values of the Defense Threat Reduction Agency in interesting and effective ways while conveying the expected behaviors of all DTRA personnel.

::Objective

Encourage and reward excellence and innovation.

::Shaping Task

 Provide increased visibility of agency and individual achievements.
 (Directorates/Offices)

Our personnel are empowered to take risks and seek innovative solutions to challenges they encounter. We will increase the recognition of excellence and continue to celebrate the achievements of our people.

::Objective

Create a professional, effective, healthy, safe, secure and accessible workplace.

::Shaping Tasks

- ▶ Enhance DTRA's Environmental, Safety and Health Program. (Acquisition & Logistics, 4th Qtr FY 03)
- ▶ Consolidate DTRA's National Capital Region elements in the Defense Threat Reduction Center. (Acquisition & Logistics, 3rd Qtr FY 05)

We maintain a professional, effective, healthy, safe, secure and accessible workplace. DTRA enhances its Environmental, Safety and Health program to better ensure the everyday safety of our people.

::Objective

Develop and maintain a quality and diverse workforce that has high individual and organizational performance.

::Shaping Tasks

- ▶ Capitalize on diversity as a component of the strategic workforce plan. (Equal Opportunity, 4th Qtr FY 03)
- Establish individual development programs consistent with the strategic workforce plan and individual needs. (Resource Management, 4th Qtr FY 03)

As the agency looks to the future, DTRA builds on its history of aggressively promoting diversity and developing individuals to maximize their capabilities. We foster a culture in which employees can grow and achieve success.

Individual performance and career development is facilitated through the provision of training and development opportunities. We strive to retain our best employees and create a positive, family-friendly work environment.

High organizational performance will be fostered in a number of ways, including promoting quality of life programs to improve morale and creating leadership programs to encourage employee growth.

Our Performance Assessment

Charting Our Progress Towards Reaching Our Goals

"Government should be results-oriented, guided not by process, but guided by performance." - George W. Bush, June 2000

The President's Management Agenda 2002 challenges the Federal government to improve how it serves the American people by focusing on results instead of processes. The Defense Threat Reduction Agency is meeting this transformational challenge by carrying out detailed performance assessments to identify and adopt meaningful, quantitative measures of progress towards achieving our long-term goals. DTRA prepares and publishes annual performance plans for all mission areas using a Balanced Scorecard approach. Balanced Scorecards measure progress in achieving planned results and further amplify the goals, objectives and shaping tasks of the strategic plan. They clearly articulate what DTRA expects to accomplish with its planned resources, as well as how performance will be measured.

DTRA has also begun developing annual performance reports based on the previous year's performance. By monitoring how effectively and efficiently we are executing our performance plans, we will be able to improve our performance and fulfill our mission to make the world safer by reducing the threat of weapons of mass destruction. The Biennial Defense Agencies Review and the Combat Support Agency Review provide external validation and continuing, independent assessments of DTRA's contributions to the warfighter and national security.

Deter the Use and Reduce the Impact of WMD

- Accelerated development of thermobaric weapons to destroy Al Qaeda and Taliban tunnel complexes in Afghanistan.
- Demonstrated "smart building" technologies at the 2002 Winter Olympics in Salt Lake City to protect from chemical, biological and radiological hazards.
- Developed and coordinated national-level exercises for radiological accident response and successfully completed a test-bed for the detection of unconventional radiological weapons.

★ Reduce the Present Threat of WMD

- Trained law enforcement, border security and customs officials in 14 countries to prevent the proliferation of weapons of mass destruction and related materials.
- Eliminated 370 strategic nuclear delivery systems in the former Soviet Union.
- Conducted independent antiterrorism vulnerability assessments of Department of Defense installations and sites to identify deficiencies and determine appropriate remedies that will mitigate the effects of future terrorist incidents.

Strategy without tactics

is the slowest route to

victory. Tactics without

strategy is the noise

before defeat.

- attributed to Sun Tzu, Chinese general (c. 500 BC)

Making the World Safer

